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**Guidelines
Ministries & Crown Agencies of the Ont.
Govt. on Affirmative Action for Women
Crown Employees**



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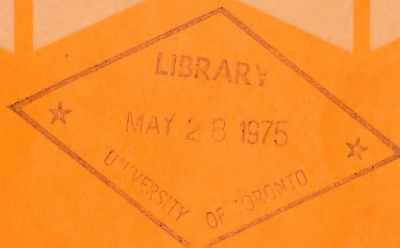
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GUIDELINES FOR MINISTRIES AND CROWN AGENCIES

OF THE ONTARIO GOVERNMENT

ON AFFIRMATIVE ACTION FOR WOMEN CROWN EMPLOYEES



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GUIDELINES FOR MINISTRIES AND CROWN AGENCIES
OF THE ONTARIO GOVERNMENT
ON AFFIRMATIVE ACTION FOR WOMEN CROWN EMPLOYEES

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Approved by: Management Board of Cabinet

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GUIDELINES FOR MINISTRIES AND CROWN AGENCIES
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INTRODUCTION:

The Report, "Equal Opportunity for Women in Ontario: A Plan for Action", accepted by Cabinet and published as a green paper in June 1973, made special reference to the status of women employed by the Government of Ontario. The report recognized the necessity of a monitoring and auditing function to stimulate and ensure effective action in providing equal opportunities for women employed in the service of the Government of Ontario. It stated, "An annual report on the status of women in the Ontario Public Service therefore will be prepared by the Coordinator of Women's Programs and tabled in the Legislature by the Chairman of the Management Board. The report will describe programs in the Ministries and present statistical data for each Ministry; thus, it will clearly identify areas where progress is notable or lacking. A similar system of reporting will be instituted for all Crown Corporations, boards, commissions, and government agencies." The first annual report will be tabled for the fiscal year ending March 31, 1975.

We recognize that the scope of the problem of the under-utilization of women employed by government requires comprehensive and long-term planning for effective remedy. It would therefore be unrealistic to expect that the first annual report will be able to announce immediate results. However, the Ministries and Crown Agencies will be expected to have undertaken background planning and some interim procedures towards attaining the ultimate goal of equal employment opportunity. To facilitate these initiatives these guidelines contain:

- A. The Policy - An elaboration and reaffirmation of government policy concerning affirmative action for women Crown employees.
- B. The Action Plan - An action checklist of procedures for Ministries and Crown Agencies to follow in the development of affirmative action plans.

A. THE POLICY

Equal opportunity for women Crown employees is policy in the Ontario Government. To ensure that this policy is effective, the Government recognizes the need for special efforts in the form of affirmative action. This strategy is based on an active approach to redressing historic imbalances, as distinct from a neutral approach to the problem of the under-utilization of women's talents. The resources required to achieve the goal of equal employment opportunity will be identified so that comprehensive affirmative action can proceed on the following bases:

1. Since discrimination is often the result of traditional institutional practices, an ongoing review of all personnel policies and practices will be undertaken. It is the responsibility of the Civil Service Commission and the Ministries and Crown Agencies to ensure that unnecessary barriers which have the effect of restricting employment and promotional opportunities for women be removed. Although the prime group for these changes is women, they may benefit all employees whose career opportunities have been hampered by unnecessary barriers, such as outdated entry level qualifications, or foreshortened career ladders.
2. Affirmative action is oriented towards results rather than procedures, and implies that objectives will be set. Unlike rigid quotas which are imposed on a manager, realistic objectives which initiate action can be flexible. In recognition of their occupational diversity, objectives relating to recruitment, training, development and promotion of women Crown employees, will be developed by managers in each Ministry and Crown Agency with assistance available from the Women Crown Employees Office/Civil Service Commission/Management Board Secretariat. The process of setting objectives is positive management action but requires good faith efforts to reach them.

3. Special measures will be initiated, both to increase career opportunities, and to prepare women to catch up on the basis of their individual ability.

For example:

Women who are qualified for greater responsibility will be identified and encouraged.

The courses, training and experience required to realize the full potential of women, will be identified and/or developed, and women will be given special consideration for participation in these upgrading measures.

Outreach and recruitment and active searches for qualified women, both in and out of public service, will be undertaken where traditional recruitment techniques are inadequate to achieve demonstrable results.

B. THE ACTION PLAN

By March 1975, all Ministries and Crown Agencies will be expected to have taken the following interim steps towards improving the status of their women employees.

1. Policy Commitment and Involvement

Reason: Visible, top-level support of both an initial and ongoing nature is a key element for successful affirmative action.

Action Steps

- a. Publication of Policy: It is expected that each Deputy Minister and Crown Agency Head will release and publicize an independent policy statement within their own organization.
- b. Policy Involvement: It is expected that each organization will undertake visible ongoing measures to sensitize their managerial and supervisory staff to the need for and potential benefit of the women's program. The appropriate educational vehicle will vary, depending upon the organization involved.

2. Assignment of Responsibility

Reason: Effective planning requires that each Deputy Minister or Crown Agency Head assign responsibility and identify one individual with a specific mandate to coordinate, design and implement action.

Action Steps

- a. Appointment of Women's Advisors: It is expected that each Deputy Minister and Crown Agency Head will delegate responsibility for their organization's affirmative action plan to a specific individual, who will act as a liaison person with the Women Crown Employees Office. Care should be taken to ensure that the Women's Advisor has the resources and authority needed to accomplish the task.
- b. Establishment of Advisory Committees: It is recommended that representative task forces or committees from within the organization be established to work with the Women's Advisor. These committees may be of an initial fact-finding, or an ongoing advisory nature.

3. Establishment of a Data Base

Reason: Detailed information is a necessary part of problem definition and will assist in the development of realistic action plans. A data base also acts as a benchmark against which to measure future progress. Effective planning requires that the facts are known and evaluated in each organization both prior to and in conjunction with future action.

Action Steps

- a. Establishment of a Fact Finding Force: It is recommended that the Deputy Minister or Crown Agency Head should establish a staff group to investigate and report back concerning the status of women in the organization. This fact-finding force would coordinate the following data gathering activities.
- b. Collection of Basic Statistics: It is expected that each Ministry and Crown Agency will gather and analyze statistics that compare the status and utilization of their male and female employees. This information will be included in an annual report on the status of women in the Ontario Public Service and should include, but not be limited to, the following variables: salary, occupational category, classification, age, length of service, education.
- c. Job Analysis and Special Studies: It is expected that each organization will undertake special studies as identified by their Women's Advisor. Particular emphasis should be given to areas such as the validity of staffing standards and identification of career ladders.
- d. Analysis of Staff Development and Training: It is expected that each Ministry and Crown Agency will conduct an indepth analysis of male and female utilization of educational opportunities by frequency, type (i.e. central, inhouse, tuition assistance), and level (i.e. secretarial vs. managerial courses).

4. Identification of Promising Women

Reason: Existing female employees should be granted priority in any upgrading programs. They also constitute the most readily available and easily developed source of female potential.

Action Steps

- a. Systematic Identification: It is expected that each Ministry and Crown Agency will develop mechanisms whereby women with potential can be identified as a basis for their future development and promotion.

5. Development of Affirmative Action Plans

Reason: Comprehensive documentation of long-term planning, including both short and long-term objectives, stimulates effective action. It also provides a basis for periodic program review and evaluation. It is recognized that these plans will vary, depending upon the nature and occupational composition of the organization involved.

Action Steps

- a. Short Term Plan: Arising out of the above action steps, it is expected that each Ministry and Crown Agency will have developed and filed a written affirmative action plan with the Women Crown Employees Office for the period April 1st, 1975 to March 31st, 1976.
- b. Long Term Plans: It is suggested that each Ministry and Crown Agency consider their long term planning for the next three years.

CONCLUSION:

We are confident that if these guidelines are supported in both spirit and practice, the Ontario Government will have established a positive basis whereby equal opportunity for women can become a reality. These basic guidelines are in no way intended to preclude or discourage the initiation of short term measures or existing initiatives for the benefit of women employees.

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